



The Commonwealth of Massachusetts  
Executive Office of Health and Human Services  
Department of Social Services

**Central Office**

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MITT ROMNEY  
Governor

♦  
KERRY HEALEY  
Lieutenant Governor

♦  
RONALD PRESTON  
Secretary

♦  
LEWIS H. SPENCE  
Commissioner

January 14, 2004

Dear Friends and Colleagues:

The Early Retirement Incentive Program recently offered to state workers has left the Department of Social Services (DSS) substantially diminished in its leadership ranks; nonetheless, this circumstance also offers the Department a unique opportunity to diversify its leadership. Current openings include positions for assistant commissioners, regional and area directors, and several central office department managers. DSS job openings can be found on the Commonwealth Employment Opportunities (CEO) website at <http://ceo.hrd.state.ma.us>. Individuals interested in employment with DSS should check the site frequently for new listings.

We are seeking dedicated child welfare professionals who are committed to fundamentally revising the nature of the agency's child welfare practice. We need experienced individuals with a demonstrated commitment to our six core practice values 1) child-driven, 2) family-centered, 3) strength-based, 4) community-focused, 5) culturally safe and, 6) committed to continuous learning. To translate these espoused values into action, the Department is revising its core work processes and policies to align with these values. By approaching organizational change at three levels – clinical, managerial and systemic – we hope to foster a creative synergy for change among the three. We need staff leaders ready and willing to share their knowledge, skills, and experience so that the lessons learned at any of the three levels can be shared throughout the agency. Only then will we truly transform our practice.

Diversity and cultural competence are central to the agency's organizational change, but a lasting transformation of DSS requires much more than enhanced diversity in our staff patterns. We must as an agency accept the challenge to create a culturally safe and respectful environment for children, families, communities, and providers, as well as employees. We cannot move forward without recognizing 1) that issues of identity and diversity are central to children's welfare, 2) that our prior efforts to address these issues have been valuable but lacked coordination, and 3) that, to succeed, any comprehensive plan on identity and diversity must be deeply grounded in our work to protect children and support families.

To do this critically important work, we need creative leaders and problem-solvers from all communities. I am asking for your help in identifying experienced child welfare professionals who can join us in this journey. Please share this letter widely: post it on organizational bulletin boards; share it with your colleagues, members, or students; email it to your professional network. Do what you can to assist us in this crucial recruitment effort.

Candidates interested in a position with DSS should send a cover letter and resume to:

EOHHS  
Children, Youth & Families  
Office of Human Resources  
600 Washington Street  
Boston, MA 02111

Resumes and cover letters also may be sent via facsimile at (617) 348-5980. Individuals seeking employment with DSS (or other state agencies) are encouraged to review the Commonwealth Employment Opportunities (CEO) website at <http://ceo.hrd.state.ma.us> on a regular basis.

If you have any suggestions or questions about this recruitment effort, please contact the agency's Civil Rights Manager, Lisa Bacon. She can be reached via email at [Lisa.T.Bacon@MassMail.state.ma.us](mailto:Lisa.T.Bacon@MassMail.state.ma.us) or at either of the following locations:

Department of Social Services  
24 Farnsworth Street  
Boston, MA 02210  
Phone: (617) 748-2104

EOHHS  
Children, Youth & Families  
Office of Human Resources  
600 Washington Street  
Boston, MA 02111  
Phone: (617) 348-5197

I thank you in advance for your efforts to assist us in this important work.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lewis H. Spence".

Lewis H. Spence  
Commissioner